

DEPARTMENT OF THE ARMY
U.S. Army Engineer District, Rock Island
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CENCR-IM
Memorandum
No. 25-1-1

1 May 1991

Office Management
STAFF AND ADMINISTRATIVE PROCEDURES FOR PROCESSING
COMMUNICATIONS

1. Purpose. This memorandum establishes policies, assigns responsibilities, and prescribes procedures for processing all communications within the Corps of Engineers, North Central Division, Rock Island District (CENCR). Subject matters include:

- a. Processing incoming communications.
- b. Processing outgoing communications.
- c. Preparing staff papers.
- d. Quality control of correspondence.

2. Applicability and Scope. This publication applies to all elements of CENCR. There are no exemptions to application within CENCR.

3. References.

- a. AR 10-6
- b. AR 25-1
- c. AR 25-50
- d. AR 335-15
- e. AR 340-5
- f. AR 340-9

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g. AR 380-5

h. NCDM 25-1-1

i. CENCD Pamphlet 380-1-1

4. Definitions.

a. Communication. For the purpose of this memorandum, the term "communication" includes all forms of correspondence defined in AR 25-50. AR 25-50 contains policies and procedures for processing messages, except for internal handling procedures for precedence messages.

b. Executive Office. The immediate office of the commander is comprised of the Commander, who also serves as the District Engineer (DE); the Deputy Commander, who also serves as the Deputy District Engineer (DD); the Deputy District Engineer for Project Management (DP); the Executive Assistant (XA); and the Executive Secretary (ES). See CENCR Memorandum 10-1-3, Mission and Functions Statement, for an extended listing of staff functions.

c. Letters. Letters are used for "official business with non-Department of Defense (DOD) and DOD civilians and military members addressed by name. Use the letter also when corresponding with a civilian agency, or other government agency officials, including state and local. Letters may be used for official personal correspondence by military and civilian personnel, for letters of welcome, and letters of appreciation or commendation." AR 25-50, (para 4-2.)

d. Memorandums. There are two kinds of memorandums, formal and informal. Formal memorandums will always be printed on letterhead stationery. Informal memorandums will always be printed on white bond.

(1) "Formal Memorandums will be used for correspondence which will be sent outside the headquarters, the command, the installation, or similar identifiable organizational elements.

(2) The Informal Memorandum will be used for correspondence which will be internal to the headquarters, to the command, or similarly identifiable organizational elements." (AR 25-50, para 2-2.)

e. Offices. For the purposes of this memorandum, those organizational entities identified by CENCR Memorandum 10-1-3, when referred to collectively or separately, will be referred to as offices.

5. Policy. It is CENCR policy that all administrative procedures be accomplished accurately, neatly, and according to regulatory standards.

6. Responsibilities. The Chief, Information Management (IM), is charged with primary staff responsibility for district administrative procedures. That person will discharge this function through continuous liaison with members of the Executive Office and each district advisory, administrative, technical, and field office chief to be fully responsive to the procedures and methodologies prescribed in this memorandum, and as may be amplified by the Chief, IM.

7. Procedures. Communications, as defined above, will be developed and processed as directed by this memorandum and/or applicable HQUSACE publications. In this context, the appendices listed below provide guidance for the specific procedures necessary for the effective handling and control of all CENCR communications.

FOR THE COMMANDER:

LARRY E. JONES
Executive Assistant

APPENDICES:

A Incoming Communications
B Outgoing Communications
C Guidelines
D Quality Control
E Forms

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Appendix A
PROCESSING INCOMING COMMUNICATIONS

1. Processing Incoming Communications. This appendix establishes policies, assigns responsibilities, and prescribes procedures for processing incoming communications within CENCR. An incoming communication remains the responsibility of the assigned action office from time of receipt until final processing. Guidance is provided as follows:

- a. Incoming Official Communications.
- b. Initial Processing and Distribution.
- c. Control of Communications.
- d. Security Communications.
- e. Responsibilities of Action Offices.
- f. Executive Office Notification.
- g. Presidential, Congressional, and Special Interest Communications.

2. Receiving Incoming Official Communications. The Chief, Information Management Office, Information Requirements and Planning Branch, Office Management Section, (IM-RM) is responsible for receiving:

- a. Incoming official mail from the U.S. Postal Service.
- b. Official mail addressed specifically to members assigned to the CENCR entities listed in CENCR Memorandum 10-1-3.
- c. Incoming express packages, Teletypes, USACE electronic mail addressed to CENCR, and facsimiles received by the switchboard.

3. Initial Processing and Distribution. The Chief, IM will:

- a. Operate the mail room and messenger service. All incoming mail will be distributed. All incoming official mail will be opened except:

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(1) Communications addressed personally to the Commander, or any of the Deputy Commanders by name. These communications will immediately be forwarded to the ES.

(2) Communications bearing the markings FOR EYES ONLY OF NAME/TITLE or EXCLUSIVE FOR, or similar designations.

(3) Mail addressed to employees by name. Correspondence addressed in this manner is considered personal mail and will not be opened by IM personnel, with the exception of Congressional correspondence, which will be routinely opened and action assigned to the appropriate office.

b. Assign appropriate action office responsibility to each piece of correspondence. Routine correspondence will be assigned to the addressee. If this is not feasible, the assignment will be made per the responsibilities as outlined in the CENCR Regulation 10-1-3. IM-RM will send a copy to the original addressee and to any other office with the need to know. The distribution will be noted on the action officer's copy. Assigned action offices are responsible for all further action and coordination. If the originally assigned action office forwards the correspondence, each office that received an information copy of the change is to be notified by the original assigned action office. Conflicts regarding final action office assignment will be resolved by the XA. Action will be assigned no lower than CENCR advisory, administrative, or technical chiefs. The advisory, administrative, and technical staff offices should keep IM-RM advised of special categories of action or exceptions to that regulation.

4. Control of Suspended Communications.

a. The instructions in this paragraph establish suspense control procedures to ensure that:

(1) Action on communications of special significance to the Executive Office is completed with a sense of urgency.

(2) Suspense dates established by higher headquarters are met, unless the correspondence's author agrees to an extension. If it appears that a suspense date cannot be met, and the originating headquarters is unable to allow an extension of time, the chief of the division or separate office/activity will contact the XA and then, if a change is made, notify IM-RM. This practice is established to ensure that IM-RM remains the sole correspondence control agency within CENCR.

(3) Action on all other communications is completed promptly in a responsive timeframe that permits full coordination between CENCR elements, and ensures one full workday before the suspense dispatch date for Executive Office review. This allows for any necessary updating prior to signatory release of the communication as a completed action.

b. Responsibilities. Each CENCR office chief will:

(1) Ensure that all assigned action communications are processed promptly. A communications control system internal number will account for all action papers located within an office's sphere of operations. This system must/will permit quick determination of the status of all outstanding actions, ensure comprehensive follow-up of each appropriate supervisory/ action officer level, and establish time factors to ensure that replies are being forwarded promptly. This system should be simple, and require a minimum of maintenance. The concentration of "actions due" on days immediately preceding non-duty days should be avoided.

(2) Take the following action when out-of-channel reports (AR 10-5) are requested by higher or lateral headquarters:

(a) Immediately inform the Executive Office of the proposed course(s) of action.

(b) Ensure that subordinate supervisors/action officers and interested lateral offices are aware of the requirements and action(s) contemplated.

(c) Maintain liaison with the initiating headquarters to determine the status of required reports.

(3) Exercise primary suspense control over all suspenses assigned within their supervisory sphere.

c. The ES will control communications addressed to the personal attention of the DE, DD, or DP. IM-RM will control all other communications addressed to the attention of the DE, DD, or DP. IM-RM will exercise primary suspense control over congressional and special interest communications. IM-RM will attach a completed Mail or Message Control Record (DA Form 2445) to every external suspense received at CENCR. The form will be attached to internal suspenses upon request. A pink cover form, Congressional Suspense (CENCR Form 489) will be attached to all Congressionals, and a yellow Suspense form (CENCR Form 490) will be attached to all other suspenses. IM-RM will maintain the suspense system for the numbered DA 2445's.

d. Suspense Guidelines.

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(1) Unless a different suspense is prescribed by the originator, personal notes from the DE, DD, or DP requesting information or directing an action will be answered within seven workdays. Suspense times will be met. If it is not possible to furnish a complete reply within the prescribed time, an interim reply will be furnished before the deadline. The interim reply will contain all available pertinent information and indicate the earliest time a complete reply can be expected.

(2) Communications bearing a suspense date established by a higher or lateral headquarters will be processed and dispatched not later than three working days before the suspense date. This time allowance includes one full working day for Executive Office action on all communications requiring review and/or approval at that level. This means that suspended correspondence should be brought to the Executive Office one full day prior to the suspense date.

(3) When the total time allowed is shorter than the seven workdays, use one of the following:

(a) Meet the suspense.

(b) Provide an interim reply, including an estimated date of final reply.

(c) Obtain a new suspense date by verbal agreement with the XA or action office of the requiring headquarters, as appropriate.

(4) When short deadlines have been placed on CENCR and cannot be changed under procedures previously discussed, make special arrangements with the XA for timely processing of the action.

(5) Action communications not assigned a suspense date by a higher headquarters will be processed and dispatched as follows:

(a) Congressional and Presidential items and inquiries -
- 4 workdays.

(b) Actions requiring an endorsement based on information readily available -- 4 workdays.

(c) Actions requiring a solution to problems that are within CENCR existing policy -- 10 working days.

(d) Actions that require study and research plus considerable staff coordination -- 30 working days.

(e) Actions that require more than 15 calendar days to complete -- provide an interim reply to the originator on all actions. This interim reply can be made by telephone with a Memorandum for Record (MFR) follow-up notification within CENCR.

(6) Controlled communications erroneously addressed to CENCR will be forwarded within one work day to the external agency or other headquarters having mission and/or geographical responsibility for the action. Provide the originating agency or headquarters an information copy of the forwarding communications.

(7) When input must be requested from another agency or headquarters to complete a reply, the CENCR action office will ensure that the original suspense date is still met.

(8) Internal suspense deadlines may be reassigned if the answer is provided by other than paper copy. Action offices are to notify IM-RM or XA of all proposed changes.

5. Security Communications.

a. Security regulations enforced by this district are contained in the Corps of Engineers, North Central Division, (CENCD) Pamphlet 380-1-1, Military Security, Information Security Programs. To extend the CENCD Pamphlet to CENCR internal operating methodology, the following security assignments are enforced:

(1) The Top Security Control Officer at CENCR is the Commander.

(2) The Security Control Officer for CENCR is the Chief, Emergency Management Division/Security and Law Enforcement Officer (EM-PM). The Security Control Officer is responsible for the control and dispatch of all classified documents up to and including SECRET. The Security Control Officer is directly responsible to the Commander for the control and safeguarding of classified documents. The Security Control Officer is also responsible for internal formulation of CENCR policies and procedures for effective management of the documents security control program within CENCR.

(3) The Security Control Officer, in conjunction with IM, will arrange for the reproduction of incoming correspondence of Classified Material (SECRET, CONFIDENTIAL, and For Official Use Only (FOUO)). If the Security Control Officer determines that secure office copying equipment is not available within CENCR, classified data, to include FOUO, will not be reproduced. TOP SECRET material will not be reproduced within CENCR under any circumstances.

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b. The handling of Classified Mail will be in accordance with the Classified Information Procedures EM/PM has posted in the CENCR mailroom. This posting contains the succession list of Authorized Classified Mail Handlers. Classified mail must be hand carried to an available Authorized Classified Mail Handler by the receiving mail clerk. The mail clerk must follow the posted procedures without exception.

c. External transmission. All SECRET documents being transferred outside CENCR shall be transmitted with an original and one copy of Classified Document Accountability Record (DA Form 3964). Internal receipting is not required. See Paragraph 8-202, AR 380-5.

6. Responsibilities of Action Offices.

a. When division chiefs and separate office chiefs and activities receive communications which have not previously been reviewed by IM-RM, but are known to be of topical interest to the Executive Office, they will notify IM-RM. To further enhance the orderly and necessary exchange of information, division chiefs and chiefs of separate offices and activities will:

(1) Provide information copies of correspondence to other division/offices when topical interest dictates, if IM-RM has not already done so.

(2) Prepare MFR's of conferences or other oral information, including significant telephone inquiries, and distribute them to interested staff offices and the Executive Office.

b. Any CENCR employee receiving official material directly or without being processed through IM-RM will be responsible for promptly returning the material directly to IM-RM for processing, routing identification, and delivery. Material in this category includes, but is not limited to:

(1) Information concerning congressional inquiries, regardless of the means/mode of communication.

(2) Information concerning proposed, planned, programmed, in process, or completed civil works projects for which CENCR has a direct responsibility or a vested interest.

(3) MFR's of telephone inquiries concerning topics in which Executive Office has action, interest, or a need to know.

(4) Official material concerning the CENCR mission activities contained in correspondence of a personal nature. Extract information of interest to the Executive Office or other offices and send it to IM or the XA via Routing and Transmittal Slip (Optional Form 41), indicating what further distribution is required.

c. Upon receipt of a misassigned suspense, the receiving action office/officer will:

(1) Contact the correct action office concerning the error.

(2) Correct the attached Mail and Message Control Record (DA Form 2445) to indicate the new action office, promptly forward one copy to the new action office, and notify IM-RM by telephone of the change.

d. If concurrence between offices cannot be reached within two work days, jointly refer the problem to the XA for resolution.

e. Obvious mistakes will be returned immediately to IM-RM for correction/reassignment.

f. Classified correspondence which is received out of normal channels will be brought to the immediate attention of the Chief, EM, for receipt, control, and processing, in accordance with AR 380-5.

7. Executive Office Notification. It is essential that all significant actions be reported to the Executive Office before completion of staffing. If IM-RM has previously furnished the Executive Office a copy, and the correspondence is of:

a. An urgent or highly important nature, the action office chief will promptly report it to the Executive Office.

b. Sufficient importance to bring to the attention of the Executive Office on a routing basis before completion of staff action, the action office chief will send a copy to the Executive Office, along with any required backup papers which explain the action. Only a memorandum format, not a Routing and Transmittal Slip (OF 41), will be used when approvals, concurrences, disapprovals, or guidance of a lasting nature are anticipated. This includes all action papers signed personally by commanders of lateral or higher commands, or heads of HQUSACE staff agencies. The following list reflects actions in which the Executive Office has a major and continuing interest:

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(1) Communications which could result in the change of CENCR mission, organization and function(s), or the use of CENCR resources, i.e., money, personnel, or material.

(2) CENCR staff actions proposed or recommended to a lateral or higher headquarters that are returned to CENCR, either disapproved, or containing modifications to proposed CENCR action.

(3) Communications in which the DE, DD, or DP have shown a personal interest.

(4) Replies to communications which were signed personally by the DE, DD, or DP.

(5) Communications concerning major or significant variances to previously established policy or procedure modes of lateral or higher headquarters, wherein a change in policy or procedure causes a concurrent change within CENCR as a follow-on action.

(6) Communications involving the command authority or scope of operational control of the DE.

(7) Communications relating to accidents, deaths, serious incident reports, civilian and/or military disciplinary action, or formal investigations involving civilian or military personnel of CENCR.

(8) Communications concerning theft or loss of property, or damage to facilities; and actions dealing with a breach of CENCR or higher authority physical security regulations.

(9) Communications concerning any topic of general interest to the Executive office.

8. Presidential, Congressional and Special Interest Communications.

a. The Chief, IM-RM, will:

(1) Monitor the processing of all incoming communications from the President, Congress, any member of the Executive Branch, other important state and national officials, and any other special interest groups.

(2) Assign action responsibility to the CENCR staff element chief having primary interest. Suspense dates will be assigned consistent with the paragraphs below, and will be vigorously pursued until action is complete.

b. The office chief assigned action on congressional and special interest inquiries is directly responsible for preparing interim and final replies, for initiating any corrective action required, and for obtaining staff concurrence of replies from other office chiefs prior to forwarding to the Executive Office for review and signature.

c. Replies to congressional and special interest communications will be signed by the DE. Replies that are forwarded to the Executive Office will be cleared by the action office chief as the releasing officer.

d. Inquiries received directly from civilian officials identified above will be acknowledged within four working days. This same requirement applies to inquiries referred to CENCR by the Office, Chief of Engineers, unless a different suspense has been requested.

e. The CENCR office chief having primary interest in the subject matter also will monitor and assume action for visits of members of Congress and congressional committees to CENCR. The office chief of primary interest still retains the responsibility for full coordination of all relevant matters with the Executive Office and other appropriate CENCR staff elements.

f. Division and separate office chiefs will coordinate all outgoing communications with the Public Affairs (PA) Officer. That officer will be provided a copy of all outgoing communications for PA files. PA is always on the sign off ladder of congressional and special interest letters.

APPENDIX B
PROCESSING OUTGOING COMMUNICATIONS

1. General. This appendix prescribes responsibilities and procedures to be followed by division and separate office chiefs for final review and dispatch of communications from CENCR. The categories are:

- a. Responsibilities of CENCR Office Chiefs.
- b. Releasing Communications for Signature by the Commander and Deputy Commander.
- c. Dispatching Communications Released by Staff Action Office Chiefs.
- d. Dispatching Communications.

2. Responsibilities of CENCR Office Chiefs. Division and separate office chiefs will establish procedures internal to their organization for ensuring, before release for dispatch, that:

- a. The content of the outgoing communication is consistent with and states only approved policies.
- b. Staff coordination (primary with the staff action office chief and office(s) having content interest) has been completed.
- c. Approval at the proper level of authority has been obtained.
- d. Compliance with applicable security regulations has been met.
- e. The distribution is appropriate and meets the requirements of this memorandum.
- f. The communication complies with all administrative instructions.
- g. The method of delivery has been determined. If routine delivery cannot ensure timely delivery, another method is required. This can be hand delivery, or any form of overnight delivery service. Hand delivery must be the responsibility of the generating office. The sender will hand carry all memorandums or packages that require overnight delivery to the Chief, IM-RM, for sign-off.
- h. Completed address labels are included with the package.

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3. Releasing Communications for Signature by the Commander and Deputy Commander.

a. Within CENCR, only division chiefs and chiefs of separate offices are authorized to release correspondence from their respective organizations for the signature of the Commander or Deputy Commander. In the absence of the chief for more than one workday, the designated assistant is authorized to release communications to the Executive Office. The releasing official will indicate the release of correspondence by initialing the sign-off ladder on the yellow file copy. Appropriate coordination will preclude the release of any communications.

b. Communications prepared for the Deputy Commander's signature will contain the authority line and the Deputy Commander's signature block.

c. Communications requiring Executive Office coordination and immediate attention will be hand carried to the Executive Office. Communications being routed around will be sent through the CENCR mail service.

d. Communications signed by the Executive Office are picked up by the IM-RM mail service and distributed from the mailroom. The yellow file copy will always be returned to the action office. The pink copy will be kept by IM-RM and placed in the next workday reading file.

4. Dispatching Communications Released by Staff Action Office Chiefs.

a. On the regular mail runs, IM-RM will pick up routine outgoing communications released by staff action office chiefs.

b. Mail messengers will not transport, receipt for, or in any other manner become involved in the control or handling of CONFIDENTIAL or SECRET communications. Separate and more definite policy guidance on the control and dispatch of classified documents is contained in AR 380-5.

c. Bulky packages that cannot be carried in standard messenger envelopes, and communications that require dispatch before the next regularly scheduled mail run, including Teletypes marked priority or a higher processing classification, will be hand delivered by the mailroom.

5. Dispatching Communications. IM-RM is responsible for dispatching all official communications, except those that may be mailed directly by the Executive Office. IM will:

- a. Check the outgoing correspondence for signature, attachments, and distribution copies.
- b. Date stamp all copies.
- c. Return the yellow copy to the action office.
- d. Retain the pink copy for placement in the daily reading file.
- e. Batch mail for Headquarters, U.S. Army Corps of Engineers, (HQUSACE); Corps of Engineers, North Central Division (CENCD), Corps of Engineers, North Central Division, Chicago District (CENCC) and Rock Island Arsenal (RIA).
- f. Package materials that are too bulky for envelopes.
- g. Electronically forward incoming messages to local recipients with that capability.

Appendix C
Guidance for Preparing Staff Papers

1. General. This appendix provides instructions to individuals responsible for preparing staff papers. All personnel, from office chief to action officer level and supportive clerical personnel, will become knowledgeable about the procedures established in this appendix. Communications and related papers that do not comply with this regulation and AR 25-50 (Preparing and Managing Correspondence) will be returned to the submitting office for correction. This appendix covers:

- a. Policy Guidance for Formulating Content.
- b. Appropriate Level of Approval and Signature On Outgoing Communications.
- c. Formal Memorandums.
- d. Information Papers, Informal Memorandums, Routing and Transmittal Slips.
- e. Information Papers in Response to Executive Office Inquiries.
- f. Fact Sheet Information Papers.
- g. Letters
- h. Formal Memorandums, and Endorsements.
- i. Memorandums for Record.
- j. Determining Distribution
- k. Coordination with Offices Providing Management and Support Services.
- l. Coordination with Other CENCR Offices.
- m. Coordination with Other Headquarters by Telephone.
- n. Communications for the CENCR Reading File.
- o. Assembling Letters and Memorandums.

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p. Formats for CENCR Papers.

2. Policy Guidance for Formulating Content.

a. The Commander alone, or the Acting Commander, may impose or approve policy. Formal disapproval of actions proposed by subordinate chiefs must be thoroughly coordinated and documented by the dissenting supervisor to ensure that no undue bias exists in the dissension process. Dissenting, factual, pertinent data for staff papers must be thoroughly coordinated and documented before presentation to the Commander.

b. The Commander alone is responsible for all policies, plans and basic decisions that affect CENCR. Only the Commander, or, in his absence, the officially named successor, will make the policy of the Rock Island District. Office chiefs have no direct command authority. When talking about official mission matters, office chiefs will indicate that their comments convey the wishes of the Commander.

c. The phrases "the Commander directs", "desires", or "it is directed. The use of these and all similar phrases will be used only to indicate the Commander's expressed policies.

d. Personified expressions such as "personnel will" and "addressees will" will be used, when appropriate, in communications to be signed personally by the Commander. Their use in other communications and publications is authorized only when the office of origin has been delegated direct authority by the Commander to take final action on matters within the subject area, or when the communication's text specifies "the Commander directs" or "desires."

e. The authority line "FOR THE COMMANDER" will be shown on all policy communications issued within the command, except those prepared for the personal signature of the Commander. There are no exceptions to this policy. Division and Separate Office Chiefs can sign "FOR THE COMMANDER" only in areas of their responsibility. Signature block authority can be redelegated in writing, but the final responsibility for the action still rests with the delegator.

f. When adequate directives have been published and distributed, individual instances of failure to comply should be corrected by the next higher level in the CENCR managerial action chain, citing specific facts. The Commander does not approve of issuing blanket admonishments. Appropriate corrective action should be taken in each case.

g. When it is necessary to set a suspense date for addressees, the following must be considered:

- (1) The date established must be realistic.
 - (2) Time between authorship and release.
 - (3) The communications vehicle.
 - (4) Preparation time.
 - (5) The urgency of succeeding actions upon receipt of the response.
- h. Written material generated within CENCR will be concise, clear, organized and right to the point.
- i. Division and Separate Office Chiefs are responsible for the release of all correspondence and communications generated within their office's area of responsibility.
3. Appropriate Level of Approval and Signature on Outgoing Communications.
- a. The following communications will be prepared for the signature of the Commander or the Deputy as Acting Commander.
- (1) Communications addressed to members of the Executive Branch, members of Congress, high ranking civil authorities, service secretaries (to include under, deputy, or assistant secretaries), and general or flag officers by name.
 - (2) Replies to communications signed initially by a general or flag officer.
 - (3) Communications establishing or modifying CENCR policy.
 - (4) Communications which request data generation from lateral or higher headquarters commanders, commitment of resources, Inter/Intraservice Support Agreements, or Memorandums of Understanding/Agreement.
 - (5) Communications which request, redirect, or modify funding levels/posture and/or scheduled dates for studies and projects.
 - (6) Communications containing censure or criticism.

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(7) Nonconcurring communications in requests for recommendations submitted over the signature of the Commander of a higher command or lateral activity.

(8) Commendatory communications.

(9) Welcome or sympathy communications.

(10) Reduction, realignment, or shift in areas of emphasis from previous stated mission posture, to include resource management and control.

(11) Communications to be prepared for the Commander's signature at the Executive Office's direction.

b. All correspondence to be signed by the Commander should be marked by a Signature or Initials Marker (DA Label 116) or red tabbed. Red tabs are available at the self service supply store. The Signature or Initial Marker should be paper-clipped to the bottom of the back of the page preceding the signature block sheet, so that when the card is raised, the signature block is revealed. (See figure C-1)

c. Office chiefs are authorized to sign and release communications, except as outlined in paragraph 3a and 3b above. The signed communications will not change CENCR policy. The authority line "FOR THE COMMANDER" will be shown on all CENCR command communications signed and released by any individual other than the Commander or Acting Commander.

d. Additional instructions pertaining to the level of approval and signature for items of particular interest to the Executive Office may be obtained from the XA or the ES.

e. Staff actions that recommend the signature of the Commander or the Acting Commander on a decision paper will be signed and released by the office chief of primary interest, or others so authorized as their principal assistant.

f. Office chiefs should exercise their authority and take final action on matters that do not require the approval of the Commander.

g. The Commander, through the job descriptions of Division and Separate Office Chiefs, has delegated the authority to sign correspondence that relates to their areas of responsibility. During periods of absence, that signature block authority may be delegated to assistant chiefs, again through their job descriptions. For offices not having designated assistant chiefs, a written

memorandum, from the Division or Separate Office Chief to the XA, delegating signature block authority for the specific period of absence of the Division or Separate Office Chief will be required. Signature block authority will not be delegated to a lower level. If the Division or Separate Office Chief, or their assistant, or the designee are absent, authority reverts to the Commander, and his signature block will be used on all correspondence. Only the Commander or his delegated authority may speak for the Commander.

4. Formal Memorandums. Formal memorandums should be printed or typed on white letterhead. Either tissue or bond can be used for copies. The courtesy copy and copies for internal distribution will be white, the district file copy yellow, the reading file copy pink.

a. Formal Memorandums will be used for correspondence which is sent outside the headquarters, the command, the installation, or similar organizational elements.

b. When additional emphasis is to be placed on guidance to the CENCR staff or the CENCR work force as an entity, prepare a memorandum on CENCR letterhead for the signature of a member of the Executive Office.

5. Information Papers, Informal Memorandums (Memos), and Routing and Transmittal Slips. Information Papers, Informal Memorandums, and OF 41's are to be used as the principal means of transmitting written communications among the CENCR offices. Remember that when an OF 41 is used for transmittal, as stated on the OF 41, it cannot be retained in Army files.

a. Unless another format is specifically directed, only the informal memorandum format will be used to refer action matters to the Executive Office for approval. This memorandum will serve as both a covering and summarizing document for all papers related to the subject, including implementing actions. Per AR 25-50, para 4-6, "letters may be forwarded through proper channels by attaching a brief memorandum." The first page of the memorandum, and all subsequent pages, will be typed or printed on plain bond paper. Summarizations, to include stated alternatives, conclusions, and recommendations, should normally be limited to one page.

b. Replies to the Executive Office in response to an informal memorandum will be made as successively numbered endorsements. It may be necessary to re-list the tabs so that the proposed action becomes TAB A. (See AR 25-50, para 5-4.)

c. A memorandum to the Executive Office will be assembled as shown in AR 25-50. When a decision paper is returned to the office chief of primary interest for Executive Office directed changes, the following will apply: (See figure C-6.)

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(1) A tab will be added to the decision paper listing the changes directed by the Executive Office, including a copy of the item(s) as previously presented.

(2) The original item(s) will be annotated as necessary to indicate where directed changes were made and incorporated into new items for approval.

d. Informational subjects may be sent to the Executive Office by OF 41 when little or no comment or explanation is required, or by a memorandum when comments are necessary for presentation of staff actions/papers. However, a memorandum forwarded to the Executive Office for information will not contain a request for a decision or show coordination. "Informed" may be used if another office chief has been informed without a formal concurrence request. The OF 41 is for transmittal purposes only, and will not be used for approvals, disapprovals, or concurrences when instructions of lasting importance are anticipated, nor for filing with the paper transmitted. The OF 41 will not be used to transmit papers which are already properly addressed to a recipient.

6. Information Papers in Response to Executive Office Inquiries. CENCR office chiefs will prepare information papers in response to Executive Office questions (see figure C-4). Similarly, "talking papers" for members of the Executive Office will be prepared in double-spaced information paper format (see Figure C-9), unless another format is specified. Information papers or "talking papers" will not contain recommendations or request decisions. Background Information Papers are usually in the same format, however, they contain a chronological history of events.

7. Fact Sheets Information Papers. A read ahead fact sheet is a compilation of pertinent data about projects, activities, elements of an activity, or about District missions. It is provided to visiting dignitaries, general officers, flag officers and newly assigned senior members of CENCD or CENCR to assist them during visits to CENCR or future assignments. The required data is submitted by office chiefs at the call of the Executive Office. The Commander must approve all data presented or contained in fact sheet information papers generated within CENCR. Format for the development of fact sheet information papers is identical to those in figure C-4. Additional formal staff briefing may be required and formats may vary depending on the specific instruction at the time.

a. Office chiefs will prepare fact sheet information papers and supportive visual displays concerning special items of interest. Emphasis of fact sheet and other presentations will focus on specific problems, noteworthy accomplishments, special activities, and intra/interservice activities (command goals, sub-goals, or stated objectives) that have just been completed.

b. PA will furnish the Executive Office a brief biography and photograph of dignitaries, general officers, flag officers and other citizenry of civic stature who may be encountered during the visit.

c. The XA will develop a visitor itinerary for the Commander, or obtain one from the visiting dignitaries' office.

d. A fact sheet information paper will only pertain to one activity, and generally not exceed one typewritten page in length. Detailed presentations may be summarized on a one-page information paper. Include any additional lengthy data as enclosures. Do not tab enclosures to information papers. Take care to observe the margins illustrated in figure C-4 to ensure uniformity of various submissions and allow margin space for three-hole punching. Do not identify supportive data sheets as enclosures.

8. Letters.

a. Unless a draft has been specifically requested, letters prepared for the signature of members of the Executive Office will be prepared in final form, with appropriate signature block.

(1) The CENCR file copy will either be prepared on yellow paper or be clearly marked as the file copy; the reading file copy on pink. External copies should be prepared on either letterhead tissue, manifold sets, or copier paper. (See paragraph 15b for additional requirements.)

(2) When a visit within CENCR has brought an internal matter to the attention of the Commander, the Commander may choose to respond by a personal letter to the person in charge. When that is done, the opening paragraph should reference the Commander's visit, the problem or situation, the location, and recommended resolutions.

b. Instructions in AR 25-50 apply to letters prepared for the signature of personnel delegated signatory authority on behalf of the Commander. The following statement will be placed in the body of all letters: "Further correspondence pertaining to this subject should be addressed to the Commander, U.S. Army Engineer District, Rock Island, ATTN:(office symbol), Clock Tower Building - P.O. Box 2004, Rock Island, IL 61204-2004". To direct the addressing of return mail, CENCR Memorandum 340-1-9 (Office Symbols) lists all official CENCR office symbols.

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9. Formal Memorandums and Endorsements.

a. Unless a draft has been specifically requested, communications sent to the Executive Office for signature will be prepared in final form (with the appropriate division and separate office symbol), to include the signature block.

b. Actions that are forwarded to CENCR by memorandum will be answered by endorsement. If a new chain of communication is necessary, for cross identification purposes, the response will reference the preceding correspondence in the opening paragraph.

c. Detailed instructions for preparing correspondence memorandums and endorsements are contained in AR 25-50. Local variations are illustrated in Figures C-2 through C-9 of this memorandum.

(1) Copies of multiple-addressed memorandums or endorsements that require additional originals can be requested from IM-SA on a Request for Reproduction (ENG Form 1309).

(2) Only one copy of multiple addressee communications will be retained in the CENCR files. When enclosures differ between copies of the same multiple addressee communications, the CENCR file copy will be so annotated. A list of additional addressees should be attached to all internal copies.

(3) Do not use messages and multiple addressee letters to issue permanent administrative instructions in lieu of a numbered CENCR publication.

10. Memorandums for Record (MFR).

a. A MFR will be prepared to record and disseminate significant conclusions and/or decisions resulting from meetings/conferences among CENCR office chiefs (or subordinates), between representatives of the CENCR staff and members of higher or lateral headquarters, and between representatives and the private sectors. The format is illustrated in Figure C-2. Furnish the Executive Office a copy of each MFR having policy and/or precedence implications. The MFR will be prepared and signed by the senior CENCR staff representative present at the meeting/conference. A copy will be distributed to all interested offices not later than the third workday following the meeting/conference.

b. A MFR will be prepared to provide a summary of preceding communications, and the rationale for the action, recommendations, or decision being taken. A short MFR will be placed with both the District File Copy and on the Reading File Copy (pink) of all outgoing communications.

c. A completed Conversation Record (Optional Form 271) (to include hour and date of conversation) will be used to record significant telephone conversations. The form will be signed by the CENCR employee participating in the telephone call, and will include a list of copies furnished to other CENCR elements. Concurrently, a copy of the OF 271 will be routed to the Executive Office and PA.

d. Division Briefing Documentation. When requested by the Commander, the results of decision briefings presented to the Commander will be documented as a MFR. These MFR's will ensure that guidance and decisions rendered by the Commander are recorded, and established as a permanent record. MFR's of decision briefings will:

(1) Be submitted to the Commander within two working days after the briefings for validation of guidance and decisions rendered during the briefing.

(2) Include a decision line for approval by the Commander.

(3) Be signed by the staff action office chief.

(4) Be limited to one page. Enclosures may be included only if absolutely essential.

(5) Contain the salient facts of the decision, guidance, and comments provided by the Commander.

(6) Be distributed to all interested elements and, in all cases, to the Deputy Commander and XA.

e. When information that should be brought to the attention of the Executive Office was gained during a trip, inspection, or staff visit by an office chief or subordinates, that person shall, within five working days after the event, prepare a MFR and submit a fact sheet with travel voucher. The office chief, or subordinate of the element that conducted the visit, is responsible for:

(1) Timely preparation and reviewing of the report for validity, format, and completed staff action.

(2) Informing other office chiefs about matters that relate to their areas of responsibility.

(3) Ensuring that the report, when it represents a visit made by personnel from more than one CENCR office, is properly coordinated.

f. Most reports are for use within CENCR and normally will not be distributed outside CENCR. Exceptions are reports of inspections for which distribution is specified in Army regulations, or reports of staff visits containing information requiring the attention of lateral or higher headquarters. When these reports are forwarded outside CENCR, transmittal by official communications is required. Official communications are by the U.S. Postal Service, any overnight delivery service, or electronic transmission.

g. Travel claims submitted without fact sheets will be questioned (Trip Reports).

11. Determining Distribution.

a. The action office chief is responsible for determining internal distribution and follow-up action on documents. Typists should be notified of the number of copies required. This applies to all papers, including drafts and intra-CENCR communications relating to staff actions. The originating office will:

(1) Prepare the information copies of communications prepared in final form.

(2) Furnish IM-RM with a pink reading file copy of each communication prepared for signature for inclusion in the CENCR Reading File. IM-RM will assemble and distribute the CENCR Reading File each working day. IM-RM will make a final check of outgoing correspondence to insure that a yellow district file copy (to be returned to the originating office) and pink copy for the CENCR Reading File are part of the package. When either the yellow or pink copy has been omitted, IM-RM will return the entire package to the action office for correction.

12. Coordination with Offices Providing Management and Support Services.

a. If the staff action requires oral or written narrative, tabular, or graphic information to be transmitted from CENCR on a periodic "as required," or "one-time basis," a Reports Control Symbol (RCS) or an exemption statement will be coordinated with the Reports Control Officer, IM-RM. Procedures for obtaining and/or coordinating RCS's and exemption statements are contained in AR 335-15.

b. The IM-RM mission includes:

(1) Forms Control. When the staff action requires that a form be developed for either internal or external use, a CENCER form will be developed, and its use directed and controlled. Local form usage will be directed by a local memorandum or regulation. For each new or revised form, submit Request for Approval of Form (DA Form 1167) in duplicate to IM-RM. Assignment of form numbers, assistance in drafting forms, and preparation of final reproduction copy will be made by IM-RM.

(2) CENCER reproduction policies and services.

(a) The Chief, IM, is responsible for assigning and controlling priorities for duplication according to the required date and the justification cited on the Request for Reproduction (ENG Form 1309). Staff action offices anticipating large reproductive jobs are encouraged to notify the Information Management Office, Information Management Support Services Branch, Audiovisual and Reproduction Section (IM-SA) for efficient coordination. IM-SA will give special handling consideration to urgent requests to meet requirement dates. When assigning priority of reproduction work to be scheduled and completed, the estimate of lead time for the completion of reproduction requirements contained in AR 25-30 will be used by both requesters and IM-SA.

(b) Material submitted for duplication must be in final form and camera-ready. Original artwork, illustrations and layouts must accompany the request for reproduction.

(c) Copying equipment available to staff action offices throughout CENCER may be used for duplication requirements of less than 25 copies. Correspondence and documents classified through SECRET may be duplicated ONLY when (i) absolutely essential, (ii) the copies are under control in accordance with AR 380-5, and, (iii) printing/duplication has the prior written approval of the CENCER Security Control Officer or designated alternate. There are no exceptions to this policy.

(d) Staff action office chiefs having copying equipment in their assigned work areas will establish positive controls to ensure that the equipment is only used for authorized work, in accordance with the above policies, and will provide services to adjacent offices. It is legally forbidden to duplicate material originally published, disseminated by, or under Register Copywriter by-lines.

13. Coordination with Other CENCR Offices. CENCR staff coordination is the process whereby the Commander can make certain that the information provided is complete for total mission accomplishment. This process requires thorough and detailed examination by the staff offices, action officer, and other interested staff officers of all the sub-actions involved, correlation of the sub-actions, and any adjustments necessary to resolve differences and/or conflicts. Each staff officer will examine the action from the viewpoint of the Commander, and determine the proper action within their area of responsibility and coordination of that action. Staff coordination within CENCR requires use of the following techniques:

a. Prior to coordinating with offices having content interest, the staff action officer of primary interest will either sign the transmittal documents or the concurrence routing of the yellow tissue copy, thus indicating approval. The office chief having primary subject matter interest in the communication being generated is responsible for all coordination and the dispatch of all staff generated communications.

b. Staff officers can review their knowledge of staff organization by referring to CENCR Memorandum 10-1-3, Mission and Functions. Coordination must be completed before an action is released either to the Executive Office or to be dispatched.

c. Action officers should monitor the time devoted to the coordination process. The urgency, implications, length, degree of policy update, change, or position response being made by the action varies with each communication. The efficiency of the coordination will depend on the personal judgement and planning of the action officer. Time required for coordination may be shortened by:

(1) Early development of the action by establishment and monitoring of the liaison of complex matters at the staff officer level. Action officers should provide drafts or have brief conferences with representatives of coordinating offices.

(2) Concurrent delivery in final draft form of complex actions that require coordination with two or more staff offices. This permits internal staffing before the action paper is presented to the office chief having primary staff action responsibility for signature.

d. All communications sent to the Executive Office for signature should be:

(1) Initialed and dated by the originating staff office chief on the District File Copy - yellow copy. This indicates that the releaser of the communications is responsible for all contents therein.

(2) Dated when it is signed and released by the staff action office chief.

e. The coordination office chief will initial and date the coordination. In that person's absence, a designated alternate will be responsible for obtaining staff coordination and updating the absent chief. Delegation of authority does not relieve the office chief of the full responsibility for the completion of the action, but promotes the steady and meaningful flow of information to subordinates.

f. When the coordination office chief is absent for more than one workday, and internal authority has not been delegated, the office of primary interest will:

(1) Not delay final processing of the communication for more than three workdays.

(2) Annotate the absence of the Chief, along with any other pertinent information, on the District File Copy (yellow).

g. The Executive Office prefers that all action submitted to the Commander be signed by the Division/Office Chief. The designated principal assistant's signature will only be accepted when the division/office chief is absent for more than one day, or under the pressure of meeting the suspense of Executive Office commitments. There will be a limited number of personnel authorized to sign for chiefs. A current list of authorized personnel is to be kept on file with the XA.

h. Coordination should be planned in advance. Last minute requests should be avoided. Allow time for evaluation.

i. Office chiefs will establish procedures that ensure coordination of staff actions is expeditiously processed; i.e., ahead of routine of office matters and actions.

j. Only a division or separate office chief can nonconcur with a staff paper. When a staff office chief nonconcurs in a staff action, they will personally contact the office chief of the originating office and attempt to resolve the differences. If this can not be done orally, the nonconcurring office chief will reduce the nonconcurrence to writing, clearly and thoroughly stating the position. The format for written nonconcurrence is a plain sheet of bond paper with the words "NONCONCURRENCE" typed and centered one inch from the top. Include a routine signature block for the generating office chief. If the action office chief accepts the

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nonconcurrence, the basic action paper will be rewritten. If it is not accepted, this decision must be documented by memorandum and submitted to the Deputy District Engineer for resolution. The documentation will contain the following statement: "I have personally discussed this matter with (name of nonconcurring office chief and organization title) and agreement cannot be reached." Attach this to the correspondence package behind another tab. Original suspense dates must still be met.

k. Staff actions referred to the Executive Office will provide complete data pertaining to resource management and publicity implications. Personnel and funding impacts will be clearly defined to include dollar amounts, applicable budget program purposes/constraints, manpower spaces (military and civilian), source of funding and/or manpower spaces, and action to be taken to obtain the applicable resources. Publicity impact may be omitted if none is anticipated. Impact should be confined to the specific action being recommended, but should consider subsequent actions that may/will take place if the proposed action is approved. Whenever funds are involved, the complete package must be submitted to Resource Management (RM) and Programs and Project Management Division, Programs Management Branch (PP-P) for concurrence prior to submission to the Executive Office. Should the decision paper be modified or disapproved by the Executive Office, RM, PP-P, and others in the concurrence pattern will be notified without delay by the staff action office chief.

l. If correspondence is to be signed by the Commander, do not list the Commander's name on the coordination ladder on the right hand side of the District file copy. All correspondence sent to the Executive Office will list the XA on the coordination ladder before the DP and DD.

XXXX

XA

XXXX

DP

XXXX

DD

XXXX

DE

14. Coordinating with Other Headquarters by Telephone. When telephone coordination with other headquarters involves decisions of policy matters that require coordination, action office chiefs will request that the letter or telecommunications message confirming the telephone arrangements makes clear and specific reference to the oral coordination. The confirmation should include the military grade (if any), name, office, and headquarters of each person involved plus the time and date the coordination was accomplished. While awaiting written confirmation, an OF 271 will be prepared and used as an interim record. Copies of the OF 271 will be furnished to the Executive Office and to probable internal coordination offices.

15. Communications for the CENCR Reading File.

a. The CENCR Reading File is compiled daily from communications generated the previous workday within CENCR. Its primary purpose is to route current staff information to CENCR office chiefs. The reading file copy will always be pink.

b. The pink copy will not have the actual routing concurrence signature/initial or the date of the sign-off. It will, however, contain, on the right margin, the name listing and office symbol of all concurring offices and the releasing office chief - i.e, the sign-off ladder. IM-RM will ensure that the reading file copy, the District File Copy, and the original dispatched from this District all have the same date.

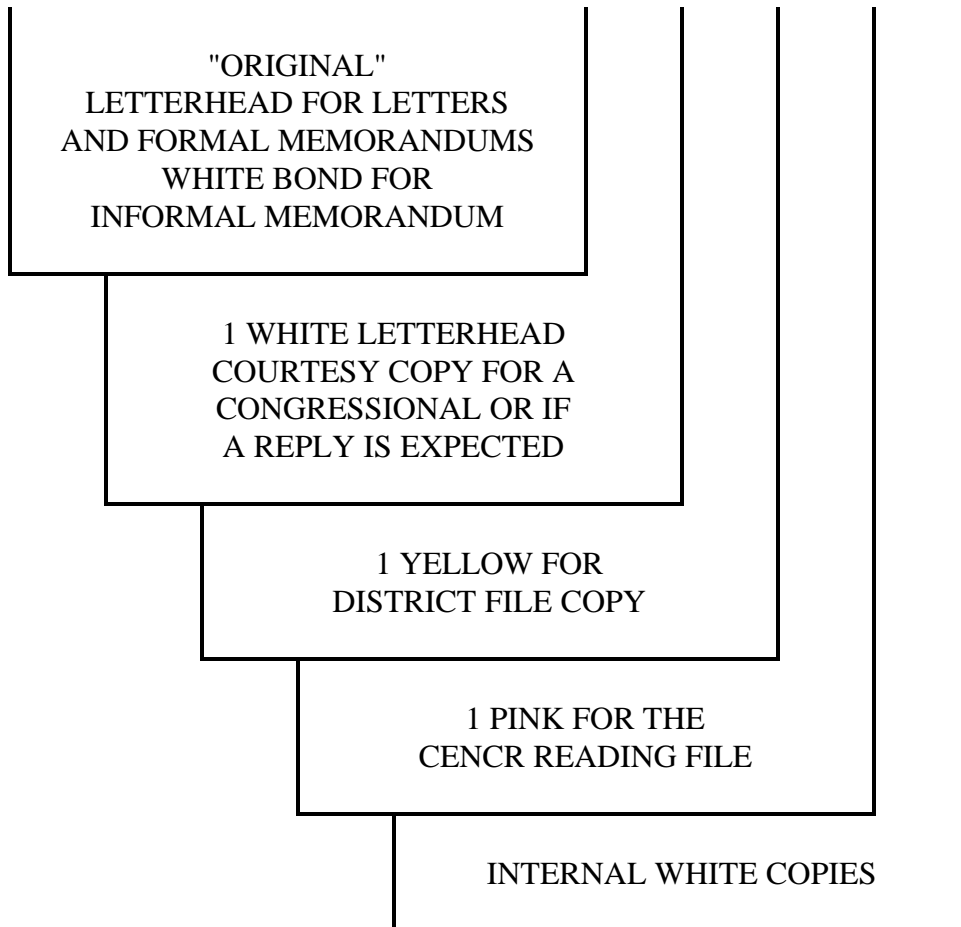
16. Assembling Letters and Memorandums. CENCR communications will be assembled by the generating office as shown in figure C-1 through C-3. The XA and/or IM-RM may make changes in the assembling format.

17. Formats for CENCR Papers. Examples of various styles of CENCR papers are shown in Figures C-4 through C-9.

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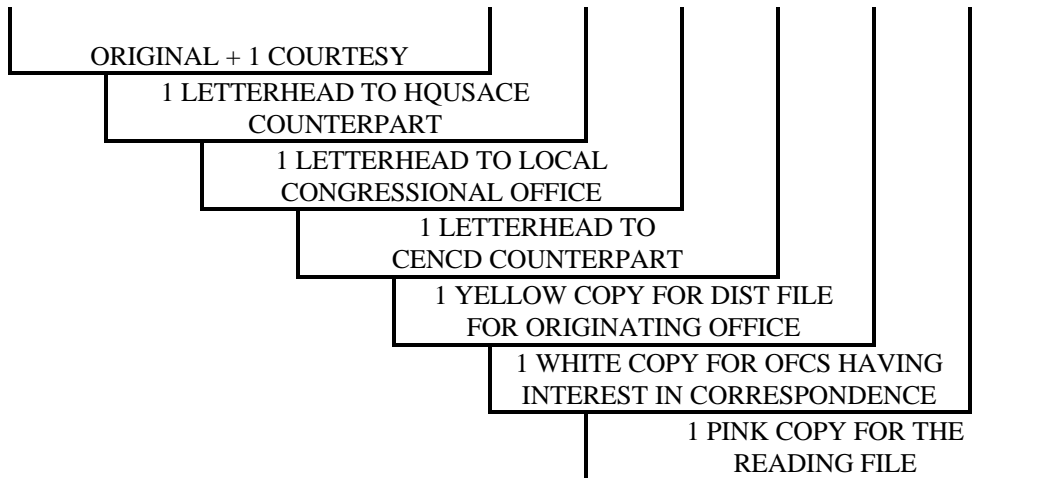
ORIGINALS OF THE EXECUTIVE CORRESPONDENCE	
SIGNATURE or INITIALS MARKER DA LABEL 116	S I G
	SIG BLOCK

ASSEMBLYING LETTERS AND MEMORANDUMS



ASSEMBLYING LETTERS AND MEMORANDUMS
FIGURE C-2

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ALL CONGRESSIONAL CORRESPONDENCE IS ROUTED THROUGH PA WITH A Copy
Furnished to PA.

ASSEMBLYING CONGRESSIONAL AND SPECIAL INTEREST CORRESPONDENCE
FIGURE C-3

BACKGROUND/INFORMATION PAPERS
XXXXXXXXXXXX

1. The background/information paper is used for many different staff communications. Its main purpose is to transmit ideas or concepts from one agency or person to another. It is an excellent means of expressing ideas about specific topics, and can also be used to explain existing service attitudes or to describe the conditions that require a particular staff action.
2. The most frequent use of the background/information paper is to present the background (chronological, problem-solution, etc.) underlying an issue or subject, but it may also be used for other purposes. It need not be concentrated within each command or agency. A good background/information paper contains three elements: (a) a brief introductory paragraph that gives a clear outline of the rest of the paper; (b) The basic discussion, which should make up the bulk of the paper; (c) the conclusion.
3. Background/information papers are usually written in the third person.
4. The specific format of the background/information paper also varies. It may be as long or as short as is necessary to cover the topic adequately. Some general guidelines are to use 1-inch margins all around, and, on the last page, one inch from the bottom, include the identification line (originator's name, office symbol, phone number, typist's initials, and date prepared). Allow at least two lines between the last line of the text and the identification line. Starting with page two, number the pages consecutively by entering the page number centered one inch from the bottom and at least two lines below the last line of text.
5. There are two important features of a background/ information paper: (a) It gets to the point of the issue sufficiently; (b)
the paper is closed with a sense of finality.

Name/CENCR-XX/phone/typist's initials/date prepared

BACKGROUND/INFORMATION PAPER
FIGURE C-4

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BULLET BACKGROUND PAPER
ON
XXXXXX

Another version of the background paper is the "bullet" background paper. It provides a concise, chronological evolution of a problem, a more complete summary of a package (and the bullet is attached to the package), or a more detailed explanation of what appears in an attached talking paper. The first paragraph is used to identify the main point of the paper.

Main ideas follow the introduction paragraph and can be as long as several sentences or as short as one word.

- Secondary items will follow either a single dash or a small o. Any subdivisions after that are designated by multiple dashes or small o's. Do not mix dashes and o's. These subdivisions can be as long as a paragraph or as short as a few words. If o's are used, after the paper is printed, color in the circles with a black marker (i.e., o).

Format the bullet as shown.

- Center heading, 1-inch margins all around, single-space and block paragraphs, double-space between items, use periods for clarity.
- Headings such as SUBJECT, PROBLEM, BACKGROUND, DISCUSSION, CONCLUSION or RECOMMENDATION are optional.

Bullets may be longer than one page; however, their main value is briefness achieved through a condensed format, absence of long transitions, and telegraphic wording.

Common problems in developing background papers:

- Too long, and main thoughts not emphasized.
- Additional support data not referenced by tab.
- If a document that supports the bullet is included in the package, it should be tabbed and referenced in the bullet using the tab.

As in the background paper, include the identification line at the bottom of the last page.

Name/CENCR-XX/phone/typist's initials/date

DATE

1 OFFICE SYMBOL (MARKS NUMBER)

2

3 MEMORANDUM FOR

1

2 SUBJECT: Should be a Concise Description of the Topic

1

2

3 1. This a decision paper.

1

2 2. PURPOSE. Be brief.

1

2 3. ASSUMPTION(S)

1

2 4. FACTS/DISCUSSION.

1

2 FUNDING IMPACT if applicable.: SEE TAB A.

1

2 PERSONNEL IMPACT: SEE TAB B.

1

2 MISSION IMPACT: SEE TAB C.

1

2 5. CONCLUSION(S). Few, but clearly stated.

1

2 6. RECOMMENDATION(S). Recommended actions to solve the problem.

1

2 7. ADMINISTRATIVE INSTRUCTIONS. Actions that are required to dispose of the action paper at TAB A.

1

2

3

4

5

Signature Block

1

2 3 encls

1 1. TAB A - _____

1 2. TAB B - _____

1 3. TAB C - _____

1 coordination

1

2 OFFICE SYMBOL CONCUR/NONCONCUR (sign last name / date signed)

1 (see TAB D)

1 OFFICE SYMBOL (initials) INFORMED (enter date)

1 CONSIDERATION OF NONCONCURRENCE (see TAB E)

1 RELEASED BY _____ DATE _____

DECISION PAPER FORMAT

(Page 1 of example)

FIGURE C-6

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1

2 CENCR-DE (symbol/date of original memo) 1st End author/typist/extension

1

2 Commander, Rock Island District, Clock Tower Building,
P.O. Box 2004, Rock Island, IL 61204-2004

1

2FOR

1

2 APPROVED _____DISAPPROVED _____ SEE ME _____

XXXXXXXXXX

Colonel, EN

Commanding

DECISION PAPER
(Page 2 of example)

FIGURE C-6
C-22

1

2

3 OFFICE SYMBOL (MARKS NUMBER)

DATE

1

2

3 MEMORANDUM FOR RECORD

1

2 SUBJECT: Preparing a Memorandum for Record

1

2

3 1. Type the MFR on white paper. Type the office symbol at the left margin on the eighth line from the top of the paper, space twice and type the MARKS number in parentheses. Stamp or type the date on the same line ending at the right margin.

2. Type the words MEMORANDUM FOR RECORD in upper case at the left margin on the third line below the reference or office symbol.

3. Type "SUBJECT:" in upper case at the left margin on the second line below MEMORANDUM FOR RECORD. Type the subject of the MFR beginning two spaces after the colon.

4. Begin the text on the third line below the last line of the subject.

5. Limit the MFR to one page.

6. Mark the paragraphs and subparagraphs of the MFR as for a basic memorandum. Prepare and position all remaining applicable elements (signature block and enclosure listing) as for a memorandum. Do not use an authority line. Anyone may prepare and sign a MFR.

1

2

3

4

5

SIGNATURE BLOCK

XXXXXXXX, XX

XXXXXXXXXXXXXX

MEMORANDUM FOR RECORD

FIGURE C-7
C-23

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POSITION PAPER
ON
XXXXXXXXXX

1. When there is a need to assess proposals, raise new ideas for consideration, or advocate a current situation or proposal, a position paper should be used. A position paper is written to take a stand on an issue, and it comes straight to the point.
2. The opening statement of a position paper should contain a clear statement of the purpose in presenting the issue, and the writer's position on that issue. The main part of the paper should consist of paragraphs or statements that locally support or defend the position. Adequate, accurate, and relevant support materials are necessary.
3. A position paper can be compared to an advocacy briefing in written format, therefore, the concluding paragraph should contain a specific recommendation or a clear restatement of a position. This is where the bottom line is reemphasized.
4. The format for the position paper is the same as for the background/information paper.

NAME/CENCR-XX/phone/typist's initials/date
POSITION PAPER
FIGURE C-8

TALKING PAPER
ON
XXXXXXXXXX

- A Talking Paper is a short document which provides either concise language for use during a meeting, or information for decision makers on important points, fact, positions or questions in a brief, orderly fashion.
- The talking paper is formatted by an action officer to a supervisor's preference.
- The talking paper serves as a reminder or as a quick reference outline.
- The talking paper is prepared in short, abrupt statement form.
- The style depends on the knowledge and wishes of the person using the talking paper.
- This format is the ONE most used, however, it may be changed to assist the briefer.
 - Headings, such as PURPOSE, DISCUSSION, RECOMMENDATION, are optional.
- Use dashes before major thoughts and further indent subordinate thoughts. Small o's, colored in with a black marker, may also be used, but not mixed.
 - Use the one-, two-, three-dash sequence.
 - The talking paper should be single-spaced and limited to one page. A separate page should be used for every subject.
 - Details and chronologies should be avoided.
 - A background paper should be written to accompany a talking paper if support information is required.
- Think of what the person using a talking paper needs to know and include key facts.

Name/CENCR-XX/phone/typist's initials/date

TALKING PAPER
FIGURE C-9

APPENDIX D QUALITY CONTROL OF COMMUNICATIONS

1. It is the standing policy of CENCR that all communications be prepared accurately and in a timely manner. It is the responsibility of all personnel concerned to ensure that CENCR communications are accurate when initially prepared. In this context, staff-action personnel developing communications must be knowledgeable of the regulatory formats of communications, internal coordination requirements, and the CENCR internal suspense system.
2. Correspondence for release will be professionally prepared and handled to present a neat and accurate product.
3. Improving Correspondence. The quality of correspondence produced at CENCR can be improved. For example:
 - a. Use the electronic assistance available, i.e. spell checkers on word processing packages and grammar assistance programs.
 - b. Proofread.
 - c. Use the correct format.
 - d. Develop communications that express thoughts in a clear, concise, and complete way. One basic approach to correspondence preparation is the development and use of outlines. Outlines help to ensure that pertinent information is developed and included in the communication.
 - e. Train all personnel involved in the production of correspondence. On-the-spot guidance can be provided by IM-RM. A variety of formal training is available and must be requested through the Personnel Office, Training and Development Branch (EP-T). All requests for formal training must be approved through the employees internal chain of command.
4. Arrangement and Phraseology. Differences of opinion may arise between the writer and reviewer(s) as to how information should be arranged, phrased or imparted. The correspondence should be carefully studied to determine whether improvements to be made justify the time required for redoing. Here again, the use of outlines is valuable to the writer. The use of outlines will clarify the arrangement of topics and encourage the use of clear and concise phraseology.

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5. Army Standards. AR 25-50, Preparing and Managing Correspondence, para 1-12, states "Department of the Army writing will be clear, concise, and effective. Army correspondence must aid effective and efficient communication and decision making. Effective and efficient writing is writing that can be understood in a single rapid reading and is generally free of errors in grammar, mechanics, and usage. The standards are mandated Army style, they are not suggestions."

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APPENDIX E FORMS

Congressional Suspense - CENCR Form 489

FIGURE E-1

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APPENDIX E
FORMS

SUSPENSE - CENCR Form 490
FIGURE E-2